



Implementation

Task force approach

One of the most important aspects of the implementation process is to use a 'task force approach', which means assembling the entire project team in the same location. If the scale of the project can support it, this should be on-site, as close to the activity as possible.

This allows the free and easy use of face to face communication, one of the most effective methods. It enables people to build relationships, to understand the culture that exists and to become immersed in the project's activities, its problems, opportunities and solutions.



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Selecting additional members

The earliest stage of implementation is also the time to consider where additional skills and capabilities, not viewed as sufficiently significant to assemble earlier, are now required.

For example, those who will be responsible for producing the operation and maintenance guides should be involved in order to define the way information and documentation is going to be collated and collected. This will ultimately lead to a much better way of delivering the final documents.

The same point can be applied to quality assurance. It is important to begin the implementation process by deciding how quality is going to be measured and how it will be reported. These decisions will change the way in which aspects of the project are undertaken, monitored and recorded.



Communication

Without doubt the key to successful implementation is ensuring that appropriate communication methods are in place. Effective two-way communication processes will highlight how well the culture is developing and where there are failures and weaknesses that must be addressed. It is therefore vital that they function up and down the process.

Potentially large numbers of new people are now going to be involved in the programme, all of whom need to understand FUSION, its values and why working this way is different. In particular, they need to realise that confrontational and contractual methodologies are not being applied.

Challenging and questioning

Even though the consultation process should have been characterised by challenging and questioning, every member of the team must continue to do so. The workforce should be empowered to use their skills and capabilities to make critical evaluations, on the basis that those actually carrying out the task will know how well it will work.

Inevitably, there are going to be changes and variations. The business needs are going to develop, so there will be new requirements. Challenging and questioning will establish whether there is need to change, if it is viable and whether the result will be an improvement. All of this is so much more constructive than carrying on with a task, with a belief that it is not going to work.

Mistakes

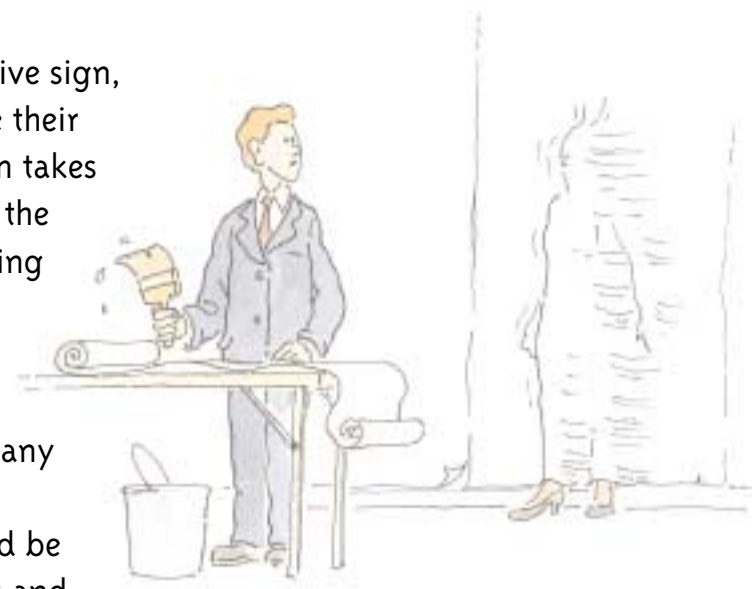
Implementation can only work properly if everyone involved remains focused on the key objectives. When a mistake happens, or something doesn't work properly, it is important that the issue is raised immediately, because it can't be resolved until it is known about. Owning up to a mistake, failure or lapse of memory isn't always easy, but it is nevertheless a principle of FUSION. Right from childhood, we all learn by making mistakes. As we become experienced, we learn how to avoid most of them, but when we try something new, we learn again in the same manner. FUSION is a different way of working which creates an empowered learning culture and therefore mistakes should be expected and accepted as part of that culture.



Encouraging initiative

The evidence of a few mistakes being made is a very positive sign, because it demonstrates that people are continuing to use their initiative. The proportion of correct decisions that a person takes increases as they gain experience. If they are criticised on the first occasion, all that will happen is that they will stop using their initiative.

Such criticism might avoid one or two mistakes being made, but it could also be responsible for undermining many good and viable ideas that would otherwise have made a positive contribution to the project. Instead, people should be encouraged to be realistic about where they can take risks and where they can apply their initiative. This should not be mistaken for being negligent, naïve or reckless.



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Delegation and empowerment

It is to those people who understand how to assess risk and apply initiative that responsibility should be delegated as widely as possible. Every member of a FUSION team should feel empowered, know they are trusted and that it is recognised they have the capabilities to deliver what is required of them. In this way, those people who are closest to a problem will be able to recognise it, determine the solution and, after appropriate consultation, ensure that it is implemented.

Without such an approach to delegation and empowerment, trivial decisions will be passed up the line to people who are more remote from the problem and who, in any case, should not be spending their time dealing with such matters.



Focusing on goals and objectives

Care must be taken to focus on the goals and objectives throughout the implementation process. Everyone is involved in the project for the same reason: to ensure it is completed as early as possible, for the lowest cost, in order to satisfy the needs of the business when they need to be satisfied.

If that is achieved, everyone's objectives are met, for all wish to do their job right first time, meeting an appropriate standard of quality and for a fair price.

Working together

The goals and objectives will only be met if the members of the team work together in a mature environment for the benefit of every single person involved in the process, helping each other, sharing information and experience. This is the only way to work effectively on such projects and it is what FUSION is all about.

Quality

The purpose of quality systems is to ensure that the finished product functions correctly, complies with user expectations, provides a valuable asset and a fault-free facility for ongoing operations.

Operating during the construction, hand-over and after-care phases, quality systems should be geared to improving quality standards throughout the project. Their success can be measured in a number of ways, including:

- *The percentage of works completed correctly first time*
- *The number of issues outstanding at the time of hand-over*

Health and safety

Efficient management of health and safety depends on a coherent and systematic approach by the whole team, applying similar procedures and a set of agreed minimum standards for achieving common objectives. A combined strategy, which promotes the earliest involvement of each element of the team, should be put in place.



Document quality

A key objective of FUSION is to cut down on superfluous paperwork, but this must not impede the provision of high quality documentation at project completion. It should be delivered in a format allowing regular revision or updating, and conform to agreed standards.

Since team members are paid for their contribution and issues are resolved when they arise, there is no need to record discussion or debate, but only the agreed decision once it has been made and communicated.